



Health Services LOS ANGELES COUNTY

Los Angeles County
Board of Supervisors

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May 2, 2014

TO: Each Supervisor

FROM:  Mitchell H. Katz, M.D.
Director



SUBJECT: **STATUS REPORT ON KEY INDICATORS OF
PROGRESS, HOSPITAL OPERATIONS, AND OTHER
ISSUES RELATED TO THE TRANSITION TO THE NEW
LAC+USC MEDICAL CENTER – PROGRESS REPORT #99**

Mitchell H. Katz, M.D.
Director

Hal F. Yee, Jr., M.D., Ph.D.
Chief Medical Officer

Christina R. Ghaly, M.D.
Deputy Director, Strategic Planning

This is to provide your Board with the monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the month of March 2014.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of March was 517 out of 676 licensed beds, an estimated 75% utilization rate (77% occupancy). The census for Medical/Surgical units was an estimated 85% utilization rate (87% occupancy) for March 2014.

Emergency Department (ED) Indicators

The attachment demonstrates a decrease in the average daily census (ADC) in comparison to February 2014. The ED boarding times, ED wait times, the rate of patients who left without being seen (LWBS), and number of patients transferred out for this period were stable. The Dangerously Overcrowding Level Comparison for March 2014 was 0.5% compared to 6.0% in February 2014.

If you have any questions or need additional information, please contact me or Dan Castillo, LAC+USC Chief Executive Officer, at (323) 409-2800.

DC:ab

Attachment

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors

313 N. Figueroa Street, Suite 912
Los Angeles, CA 90012

Tel: (213)240-8101
Fax: (213) 481-0503

www.dhs.lacounty.gov

To ensure access to high-quality, patient-centered, cost-effective health care to Los Angeles County residents through direct services at DHS facilities and through collaboration with community and university partners.



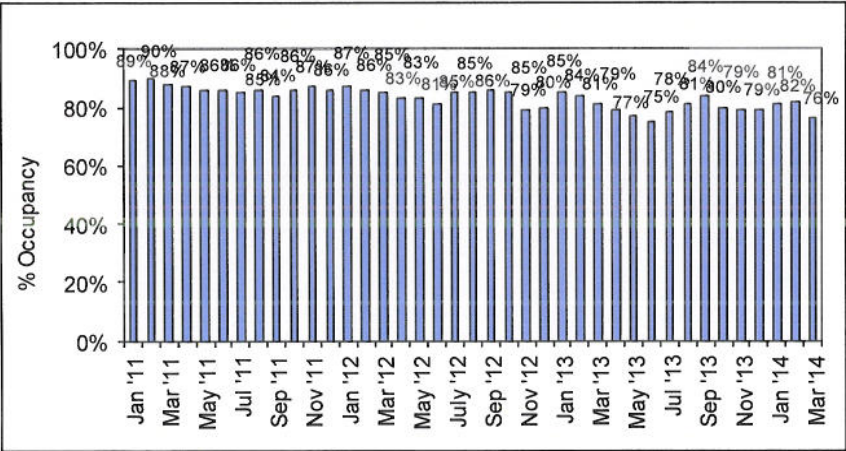
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LAC+USC Medical Center
Operational Monitoring Report
Reporting Period: March 2014

Indicator	Definition	Data	Comments																																																																																
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																																																																			
1a. Average Daily Census (ADC)	<p>ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p>Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p>Source of Data: Affinity</p>	<p style="text-align: center;">ADC</p> <table><thead><tr><th>Month</th><th>ADC</th></tr></thead><tbody><tr><td>Jan '11</td><td>593</td></tr><tr><td>Feb '11</td><td>600</td></tr><tr><td>Mar '11</td><td>586</td></tr><tr><td>Apr '11</td><td>577</td></tr><tr><td>May '11</td><td>575</td></tr><tr><td>Jun '11</td><td>572</td></tr><tr><td>Jul '11</td><td>569</td></tr><tr><td>Aug '11</td><td>579</td></tr><tr><td>Sep '11</td><td>561</td></tr><tr><td>Oct '11</td><td>575</td></tr><tr><td>Nov '11</td><td>587</td></tr><tr><td>Dec '11</td><td>580</td></tr><tr><td>Jan '12</td><td>582</td></tr><tr><td>Feb '12</td><td>580</td></tr><tr><td>Mar '12</td><td>572</td></tr><tr><td>Apr '12</td><td>561</td></tr><tr><td>May '12</td><td>558</td></tr><tr><td>Jun '12</td><td>547</td></tr><tr><td>Jul '12</td><td>573</td></tr><tr><td>Aug '12</td><td>576</td></tr><tr><td>Sep '12</td><td>585</td></tr><tr><td>Oct '12</td><td>572</td></tr><tr><td>Nov '12</td><td>534</td></tr><tr><td>Dec '12</td><td>537</td></tr><tr><td>Jan '13</td><td>573</td></tr><tr><td>Feb '13</td><td>563</td></tr><tr><td>Mar '13</td><td>545</td></tr><tr><td>Apr '13</td><td>542</td></tr><tr><td>May '13</td><td>525</td></tr><tr><td>Jun '13</td><td>504</td></tr><tr><td>Jul '13</td><td>529</td></tr><tr><td>Aug '13</td><td>550</td></tr><tr><td>Sep '13</td><td>569</td></tr><tr><td>Oct '13</td><td>543</td></tr><tr><td>Nov '13</td><td>538</td></tr><tr><td>Dec '13</td><td>536</td></tr><tr><td>Jan '14</td><td>553</td></tr><tr><td>Feb '14</td><td>555</td></tr><tr><td>Mar '14</td><td>517</td></tr></tbody></table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Month	ADC	Jan '11	593	Feb '11	600	Mar '11	586	Apr '11	577	May '11	575	Jun '11	572	Jul '11	569	Aug '11	579	Sep '11	561	Oct '11	575	Nov '11	587	Dec '11	580	Jan '12	582	Feb '12	580	Mar '12	572	Apr '12	561	May '12	558	Jun '12	547	Jul '12	573	Aug '12	576	Sep '12	585	Oct '12	572	Nov '12	534	Dec '12	537	Jan '13	573	Feb '13	563	Mar '13	545	Apr '13	542	May '13	525	Jun '13	504	Jul '13	529	Aug '13	550	Sep '13	569	Oct '13	543	Nov '13	538	Dec '13	536	Jan '14	553	Feb '14	555	Mar '14	517	<p>ADC provided as background information.</p> <p>Graphs depict data from January 2011 to present.</p>
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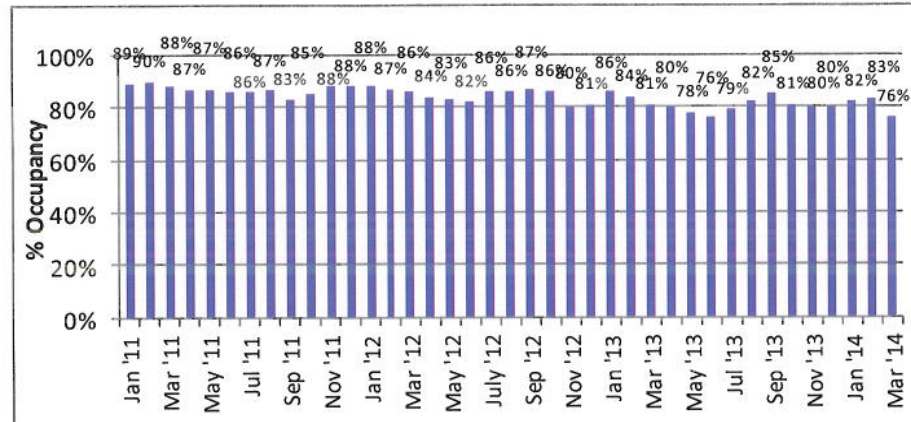
LAC+USC Medical Center
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Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics

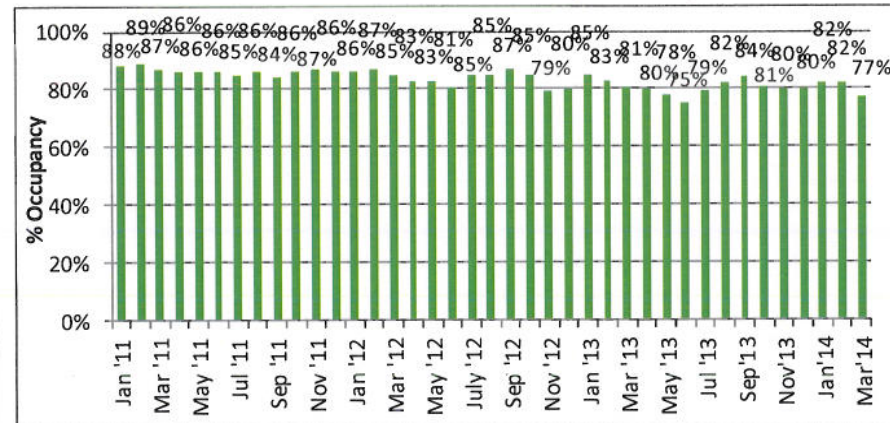
<div>1b.</div> <div>Occupancy Rate LAC+USC Medical Center</div>	<div>Definition:</div> <div>A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</div> <div>Calculation:</div> <div>The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</div> <div>Source of Data:</div> <div>Affinity</div> <div>Target:</div> <div>95%</div>	<div>Medical Center Licensed Occupancy Rate (excluding Newborns) = Med Center Census - Newborns / 600</div> <div><table><thead><tr><th>Month</th><th>% Occupancy</th></tr></thead><tbody><tr><td>Jan '11</td><td>89%</td></tr><tr><td>Feb '11</td><td>90%</td></tr><tr><td>Mar '11</td><td>88%</td></tr><tr><td>Apr '11</td><td>87%</td></tr><tr><td>May '11</td><td>86%</td></tr><tr><td>Jun '11</td><td>86%</td></tr><tr><td>Jul '11</td><td>85%</td></tr><tr><td>Aug '11</td><td>86%</td></tr><tr><td>Sep '11</td><td>86%</td></tr><tr><td>Oct '11</td><td>87%</td></tr><tr><td>Nov '11</td><td>86%</td></tr><tr><td>Dec '11</td><td>87%</td></tr><tr><td>Jan '12</td><td>86%</td></tr><tr><td>Feb '12</td><td>85%</td></tr><tr><td>Mar '12</td><td>83%</td></tr><tr><td>Apr '12</td><td>83%</td></tr><tr><td>May '12</td><td>81%</td></tr><tr><td>Jun '12</td><td>85%</td></tr><tr><td>Jul '12</td><td>85%</td></tr><tr><td>Aug '12</td><td>86%</td></tr><tr><td>Sep '12</td><td>85%</td></tr><tr><td>Oct '12</td><td>79%</td></tr><tr><td>Nov '12</td><td>80%</td></tr><tr><td>Dec '12</td><td>85%</td></tr><tr><td>Jan '13</td><td>84%</td></tr><tr><td>Feb '13</td><td>81%</td></tr><tr><td>Mar '13</td><td>77%</td></tr><tr><td>Apr '13</td><td>75%</td></tr><tr><td>May '13</td><td>78%</td></tr><tr><td>Jun '13</td><td>81%</td></tr><tr><td>Jul '13</td><td>84%</td></tr><tr><td>Aug '13</td><td>80%</td></tr><tr><td>Sep '13</td><td>79%</td></tr><tr><td>Oct '13</td><td>79%</td></tr><tr><td>Nov '13</td><td>81%</td></tr><tr><td>Dec '13</td><td>82%</td></tr><tr><td>Jan '14</td><td>81%</td></tr><tr><td>Feb '14</td><td>76%</td></tr><tr><td>Mar '14</td><td>76%</td></tr></tbody></table></div>	Month	% Occupancy	Jan '11	89%	Feb '11	90%	Mar '11	88%	Apr '11	87%	May '11	86%	Jun '11	86%	Jul '11	85%	Aug '11	86%	Sep '11	86%	Oct '11	87%	Nov '11	86%	Dec '11	87%	Jan '12	86%	Feb '12	85%	Mar '12	83%	Apr '12	83%	May '12	81%	Jun '12	85%	Jul '12	85%	Aug '12	86%	Sep '12	85%	Oct '12	79%	Nov '12	80%	Dec '12	85%	Jan '13	84%	Feb '13	81%	Mar '13	77%	Apr '13	75%	May '13	78%	Jun '13	81%	Jul '13	84%	Aug '13	80%	Sep '13	79%	Oct '13	79%	Nov '13	81%	Dec '13	82%	Jan '14	81%	Feb '14	76%	Mar '14	76%	<div>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</div>
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Medical Center Licensed Occupancy Rate (including Newborns) **Med Center Census / 600**



Medical Center Budgeted Occupancy
Med Center Census + Newborns + Psych Hosp Census / 676



Medical Center = New Facility + Psychiatric Hospital

LAC+USC Medical Center
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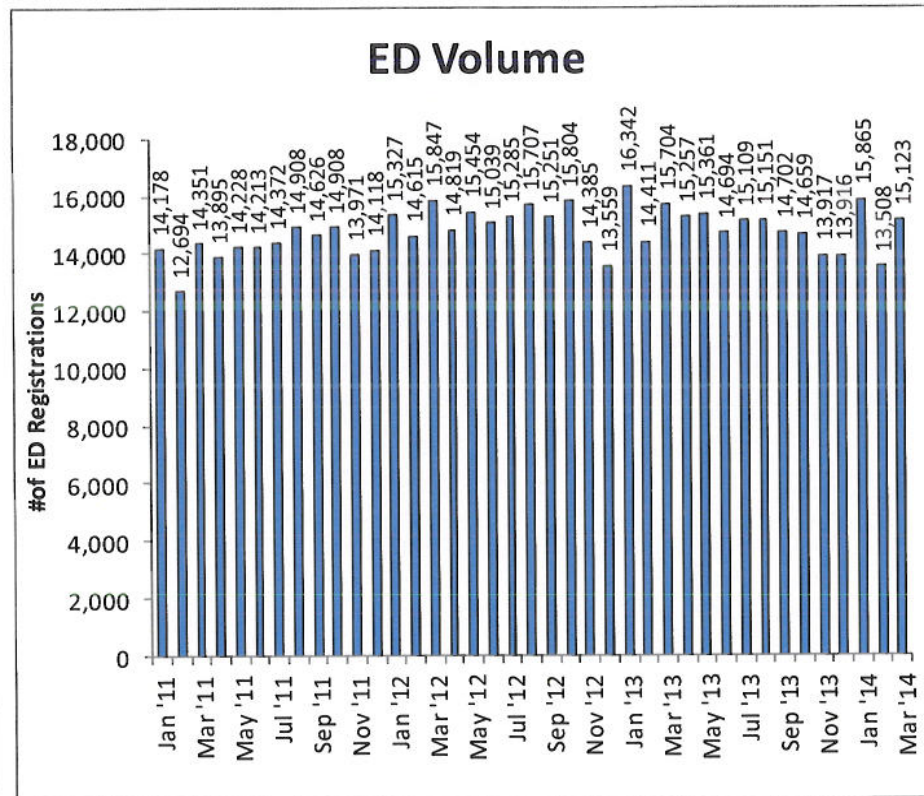
Indicator #2 - Emergency Department Metrics

2a.
ED
Volume

ED Volume:

Measured by total number of Emergency Department patient registrations.

Source of Data:
 Affinity



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2b.
Median
Emergency
Department
Boarding
Time
(EDBT)

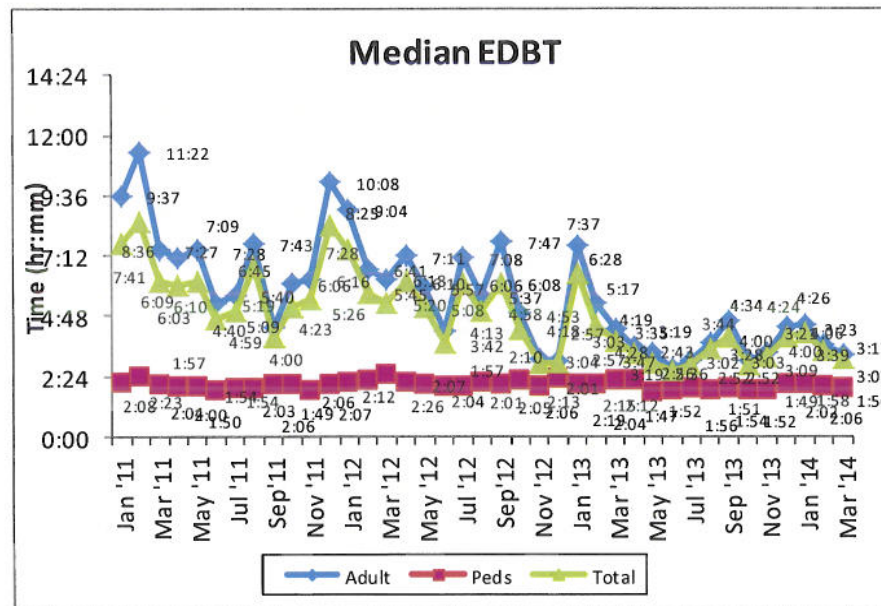
***Harris**
Rodde
Indicator

Boarding Time:
 Time from MD Admit
 time (effective date
 and time of pre-admit)
 to time the patient
 actually leaves the
 ED en route to
 assigned bed
 (effective date and
 time of the ED
 disposition).

Calculation:
 The middle value in
 the set of individual
 boarding times for the
 month arranged in
 increasing order. If
 there is an even
 number of values,
 then the median is the
 average of the middle
 two values.

Source of Data:
 Affinity

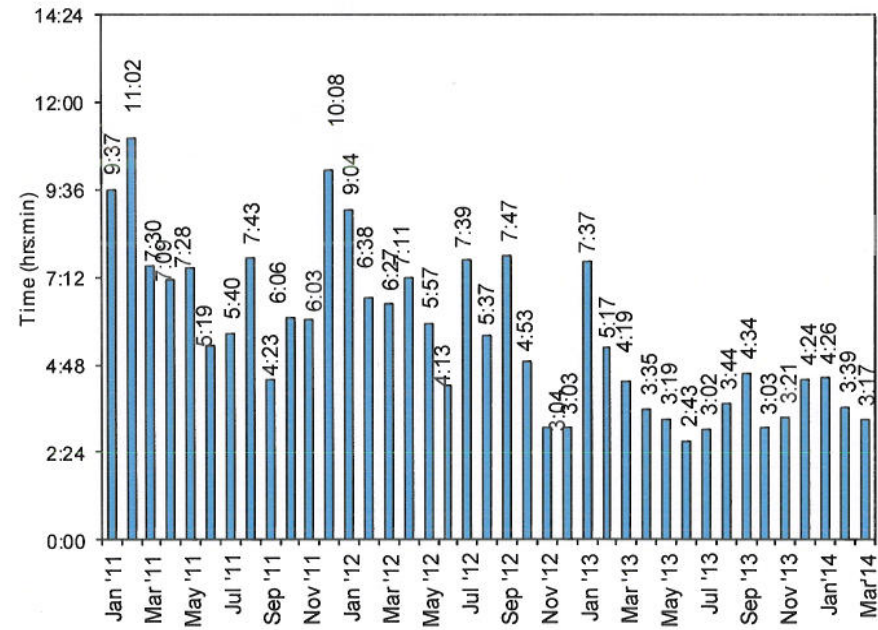
Target:
 Less than 7 hours.



March '14 data is preliminary data

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Median Boarding Time (Adult)*



March '14 data is preliminary data

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Indicator #2 - Emergency Department Metrics

**2c.
ED Wait
Time**

ED Wait Time:
Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.

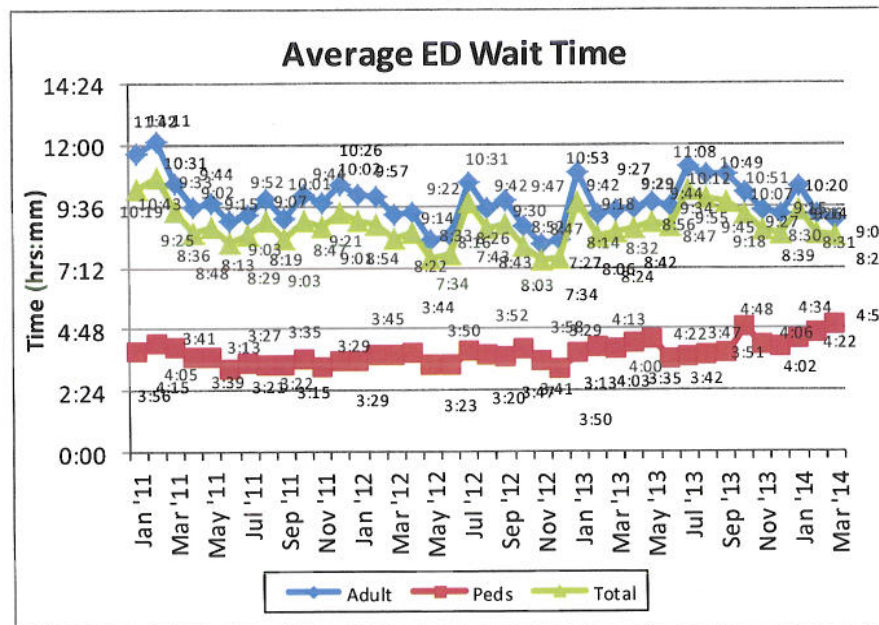
Definition:

Sum of all wait time values during the monthly reporting period divided by the total number of values.

Source of Data:
Affinity

Target:

No target value.
Lower numbers are better.



Adult Wait Time : *Excludes Psych, Pediatric, Observation Unit, and Jail patients

Total ED Wait time: *Excludes Psych, Observation Unit, and Jail patients

March '14 data is preliminary data

LAC+USC Medical Center
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Indicator #2 - Emergency Department Metrics

2d.
Left
Without
Being
Seen
(LWBS)

***Harris**
Rodde
Indicator

LWBS:

The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.

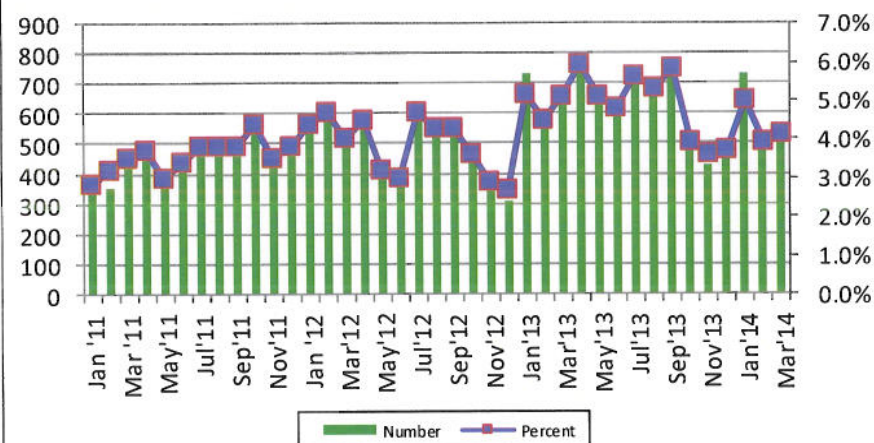
Calculation:

The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.

Source of Data:
 Affinity

Target:
 No target value.
 Lower numbers are better.

Left Without Being Seen



March '14 data is preliminary data

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Indicator #2 - Emergency Department Metrics

**2e.
ED
Diversion**

ED Diversion:

A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.

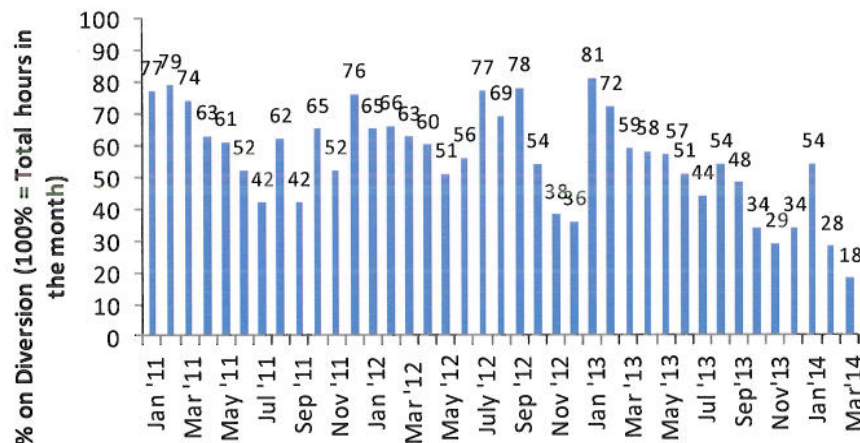
Calculation:

The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.

Source of Data:

ReddiNet

Diversion of ALS Units due to ED Saturation

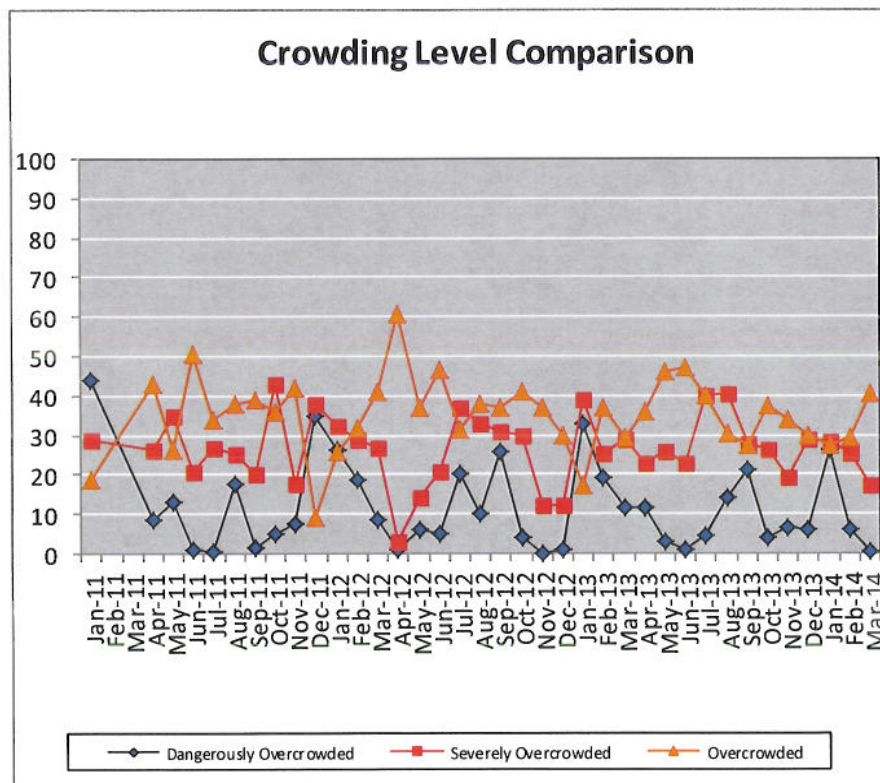


Key points:

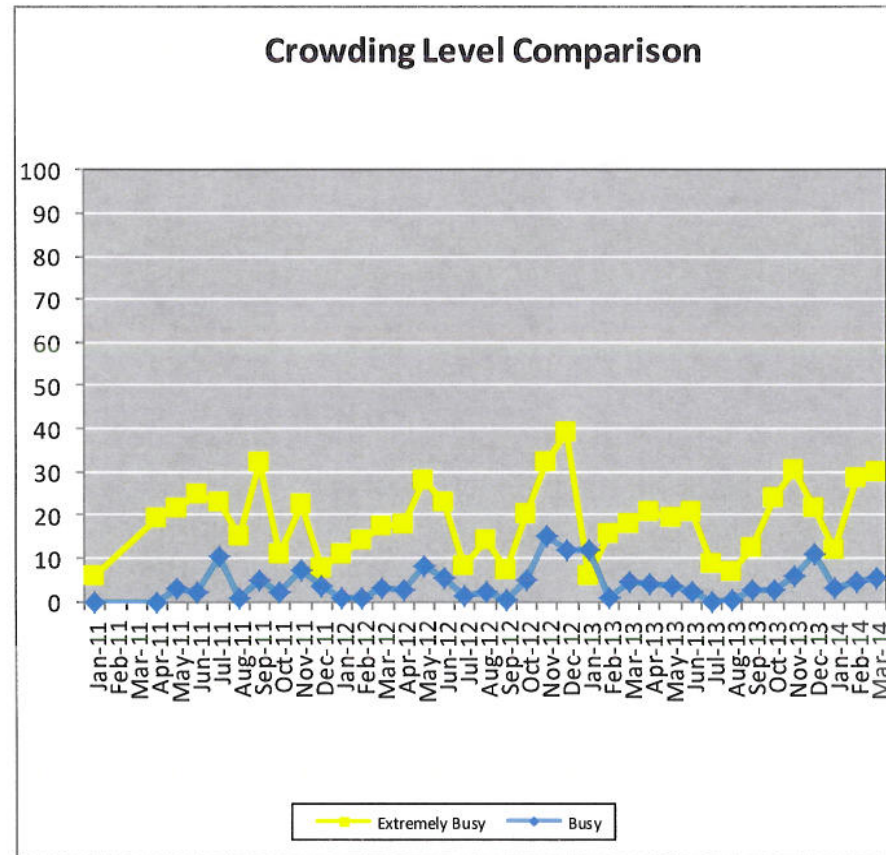
-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.
-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".

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2f.
Surge
Report



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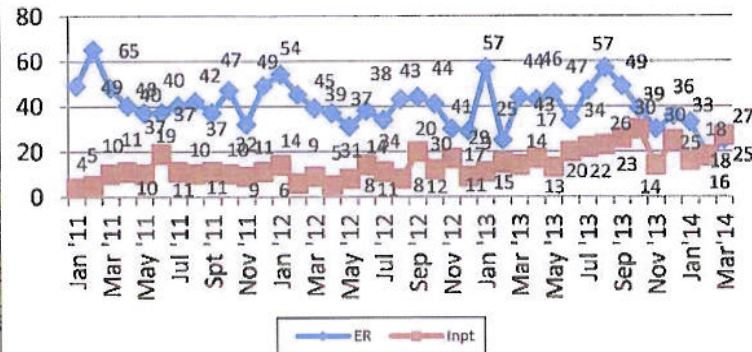
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Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos National Rehabilitation Center Metrics

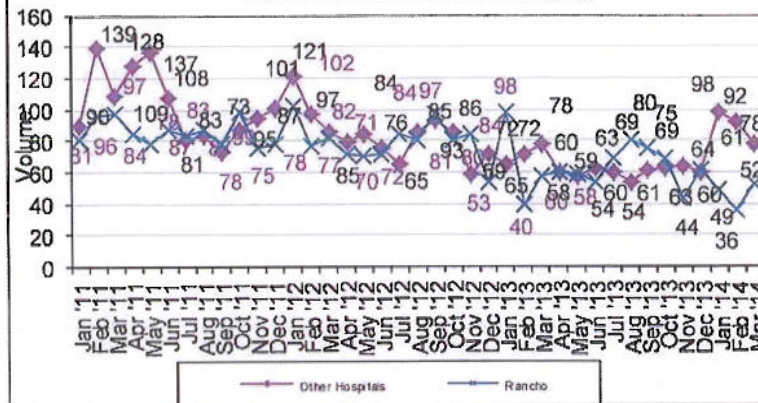
3. & 4. Rancho Los Amigos National Rehabilitation Center (RLANRC) Transfers	Transfers: The volume of patients transferred to RLANRC for acute hospitalization from the Emergency Department and from Inpatient Units.	Month of March '14																																																											
	Data Source: Manual record keeping. Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.	Referrals from ER: <table><tr><th></th><th>Med/Surg</th><th>Acute Stroke</th><th>Total</th></tr><tr><td># Met transfer criteria</td><td>2</td><td>NA</td><td>-</td></tr><tr><td># Referred to RLANRC</td><td>2</td><td>23</td><td>25</td></tr><tr><td># Transfers</td><td>2</td><td>23</td><td>25</td></tr><tr><td># Denied</td><td>0</td><td>NA</td><td>-</td></tr><tr><td># Cancelled</td><td>0</td><td>NA</td><td>-</td></tr><tr><td># Patients Refused of Those Cancelled</td><td>0</td><td>NA</td><td>-</td></tr></table> Referrals from Inpatients: <table><tr><th></th><th>Med/Surg</th><th>Acute Stroke</th><th>Total</th></tr><tr><td># Met transfer criteria</td><td>25</td><td>NA</td><td>-</td></tr><tr><td># Referred to RLANRC</td><td>25</td><td>5</td><td>30</td></tr><tr><td># Transfers</td><td>22</td><td>5</td><td>27</td></tr><tr><td># Denied</td><td>0</td><td>NA</td><td>-</td></tr><tr><td># Cancelled</td><td>3</td><td>NA</td><td>-</td></tr><tr><td># Patients Refused of Those Cancelled</td><td>0</td><td>NA</td><td>-</td></tr><tr><td>Other /Pending</td><td>0</td><td>NA</td><td>-</td></tr></table>		Med/Surg	Acute Stroke	Total	# Met transfer criteria	2	NA	-	# Referred to RLANRC	2	23	25	# Transfers	2	23	25	# Denied	0	NA	-	# Cancelled	0	NA	-	# Patients Refused of Those Cancelled	0	NA	-		Med/Surg	Acute Stroke	Total	# Met transfer criteria	25	NA	-	# Referred to RLANRC	25	5	30	# Transfers	22	5	27	# Denied	0	NA	-	# Cancelled	3	NA	-	# Patients Refused of Those Cancelled	0	NA	-	Other /Pending	0	NA
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Rancho Med Surg Transfers Workload



Patients Transferred Out



* Other hospitals = Silver Lake (0), Managed Care Repatriation (78)

Data was revised to reflect total # of patients (including stroke patients) referred to Rancho Los Amigos National Rehabilitation Center

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Indicator #5 – Harris Rodde Indicators

5.

Average Length of Stay (ALOS)

***Harris Rodde Indicator**

LOS:

The difference between discharge date and the admission date or 1 if the 2 dates are the same.

Total LOS:

Calculation:

ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.

Source of Data:
Affinity

Target: <5.5 days

Average Length of Stay

Period	Actual ALOS
FY 04-05 (Avg)	6.4
FY 05-06 (Avg)	6.2
FY 06-07 (Avg)	5.9
FY 07-08 (Avg)	5.5
FY 08-09 (Avg)	5.8
FY 09-10 (Avg)	6.4
FY 10-11 (Avg)	6.2
FY 11-12 (Avg)	6.4
Jul '12	6.3
Aug '12	6.2
Sep '12	6.4
Oct '12	6.5
Nov '12	6.5
Dec '12	6.2
Jan '13	6.0
Feb '13	7.1
Mar '13	6.8
Apr '13	6.2
May '13	6.5
Jun '13	6.4
Jul '13	6.0
Aug '13	6.4
Sep '13	6.4
Oct '13	6.2
Nov '13	6.4
Dec '13	6.3
Jan '14	6.2
Feb '14	6.3
Mar '14	5.8

Legend: ◆ Target ALOS ■ Actual ALOS

***Medical Center (New Facility + Psychiatric Hospital) ALOS - Preliminary data pending Auditor-Controller validation**

The increasing length of stay observed in January and February 2013 is largely attributed to the discharge of several patients with extended lengths of stay. In March 2014, this includes 4 patients who were discharged with LOS > 100. Without the effect of these 4 patients, ALOS would have been 5.6 rather than 5.8.

*As of July 2010 with the consolidation of Ingleside and Hawkins, all psychiatric services are now included.

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Indicator #6 – Pediatric Metrics

6. Pediatric Bed Census and Occupancy (%)	Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.	Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	
Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	Occupancy: The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as a percentage.	Jan-11	55%	60%	70%	70%	
		Feb-11	57%	68%	80%	80%	
		Mar-11	57%	60%	70%	75%	
		Apr-11	55%	64%	50%	75%	
		May-11	57%	56%	50%	80%	
		Jun-11	70%	52%	60%	75%	
		Jul-11	58%	44%	50%	70%	
		Aug-11	58%	44%	40%	75%	
		Sep-11	58%	40%	50%	75%	
		Oct-11	55%	52%	60%	70%	
		Nov-11	62%	60%	70%	75%	
		Dec-11	65%	40%	60%	70%	
		Jan-12	60%	52%	60%	75%	
		Feb-12	55%	56%	60%	70%	
		Mar-12	55%	64%	50%	75%	
		Apr-12	53%	48%	50%	65%	
		May-12	42%	40%	50%	70%	
		Jun-12	38%	44%	50%	60%	
		Jul-12	45%	48%	60%	80%	
		Aug-12	57%	48%	50%	75%	
		Sep-12	63%	56%	50%	80%	
		Oct-12	58%	64%	60%	70%	
		Nov-12	63%	44%	50%	45%	
		Dec-12	73%	36%	60%	50%	
		Jan-13	63%	48%	70%	70%	
		Feb-13	50%	48%	70%	75%	
		Mar-13	53%	44%	60%	75%	

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Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)
Apr-13	53%	40%	50%	55%
May-13	43%	44%	60%	45%
Jun-13	48%	48%	50%	35%
Jul-13	48%	32%	50%	60%
Aug-13	45%	40%	40%	75%
Sep-13	48%	48%	40%	80%
Oct-13	53%	44%	40%	55%
Nov-13	43%	32%	50%	60%
Dec-13	40%	44%	40%	60%
Jan-14	45%	40%	50%	75%
Feb-14	53%	48%	40%	60%
Mar-14	43%	44%	50%	45%

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Indicator #7 – Med Surg / ICU / OB/GYN Metrics

7.	Census:																																																																																																																		
Med Surg / ICU Bed Census and Occupancy (%)	The total number admitted inpatients at 12:00 AM midnight of a designated ward.																																																																																																																		
Medical Surgical Unit (Med Surg)	Occupancy:																																																																																																																		
	The total number of admitted inpatients divided by the total number of licensed beds on that unit and reported as a percentage.																																																																																																																		
Jail Unit (Jail)																																																																																																																			
ICUs (Excluding Burn ICUs)	Source of Data:																																																																																																																		
	Affinity																																																																																																																		
OB/GYN Unit (Med Surg)																																																																																																																			
		<table><tr><th>Date</th><th>Med Surg (309 beds)</th><th>Jail (24 Beds)</th><th>ICUs (120 Beds)</th><th>Burn* (20 Beds)</th><th>OB/GYN (Med Surg) (32 beds)</th></tr><tr><td>Nov-12</td><td>87%</td><td>83%</td><td>83.5 %</td><td>51%</td><td>87%</td></tr><tr><td>Dec-12</td><td>88%</td><td>71%</td><td>83%</td><td>44%</td><td>83%</td></tr><tr><td>Jan-13</td><td>95%</td><td>73%</td><td>85%</td><td>55%</td><td>98%</td></tr><tr><td>Feb-13</td><td>93%</td><td>59%</td><td>87%</td><td>61%</td><td>95%</td></tr><tr><td>Mar-13</td><td>91%</td><td>62%</td><td>82%</td><td>47%</td><td>93%</td></tr><tr><td>Apr-13</td><td>88%</td><td>82%</td><td>85%</td><td>57%</td><td>99%</td></tr><tr><td>May-13</td><td>88%</td><td>66%</td><td>82%</td><td>57%</td><td>90%</td></tr><tr><td>Jun-13</td><td>82%</td><td>71%</td><td>80%</td><td>60%</td><td>81%</td></tr><tr><td>Jul-13</td><td>88%</td><td>79%</td><td>82%</td><td>42%</td><td>88%</td></tr><tr><td>Aug-13</td><td>93%</td><td>79%</td><td>83%</td><td>44%</td><td>91%</td></tr><tr><td>Sep-13</td><td>95%</td><td>83%</td><td>83%</td><td>50%</td><td>100%</td></tr><tr><td>Oct-13</td><td>91%</td><td>72%</td><td>78%</td><td>59%</td><td>95%</td></tr><tr><td>Nov-13</td><td>91%</td><td>66%</td><td>82%</td><td>67%</td><td>83%</td></tr><tr><td>Dec-13</td><td>90%</td><td>73%</td><td>80%</td><td>60%</td><td>83%</td></tr><tr><td>Jan-14</td><td>92%</td><td>72%</td><td>86%</td><td>45%</td><td>93%</td></tr><tr><td>Feb-14</td><td>91%</td><td>79%</td><td>85%</td><td>53%</td><td>96%</td></tr><tr><td>Mar-14</td><td>87%</td><td>75%</td><td>77%</td><td>49%</td><td>73%</td></tr></table>	Date	Med Surg (309 beds)	Jail (24 Beds)	ICUs (120 Beds)	Burn* (20 Beds)	OB/GYN (Med Surg) (32 beds)	Nov-12	87%	83%	83.5 %	51%	87%	Dec-12	88%	71%	83%	44%	83%	Jan-13	95%	73%	85%	55%	98%	Feb-13	93%	59%	87%	61%	95%	Mar-13	91%	62%	82%	47%	93%	Apr-13	88%	82%	85%	57%	99%	May-13	88%	66%	82%	57%	90%	Jun-13	82%	71%	80%	60%	81%	Jul-13	88%	79%	82%	42%	88%	Aug-13	93%	79%	83%	44%	91%	Sep-13	95%	83%	83%	50%	100%	Oct-13	91%	72%	78%	59%	95%	Nov-13	91%	66%	82%	67%	83%	Dec-13	90%	73%	80%	60%	83%	Jan-14	92%	72%	86%	45%	93%	Feb-14	91%	79%	85%	53%	96%	Mar-14	87%	75%	77%	49%	73%					
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